A Decade Plus of Change

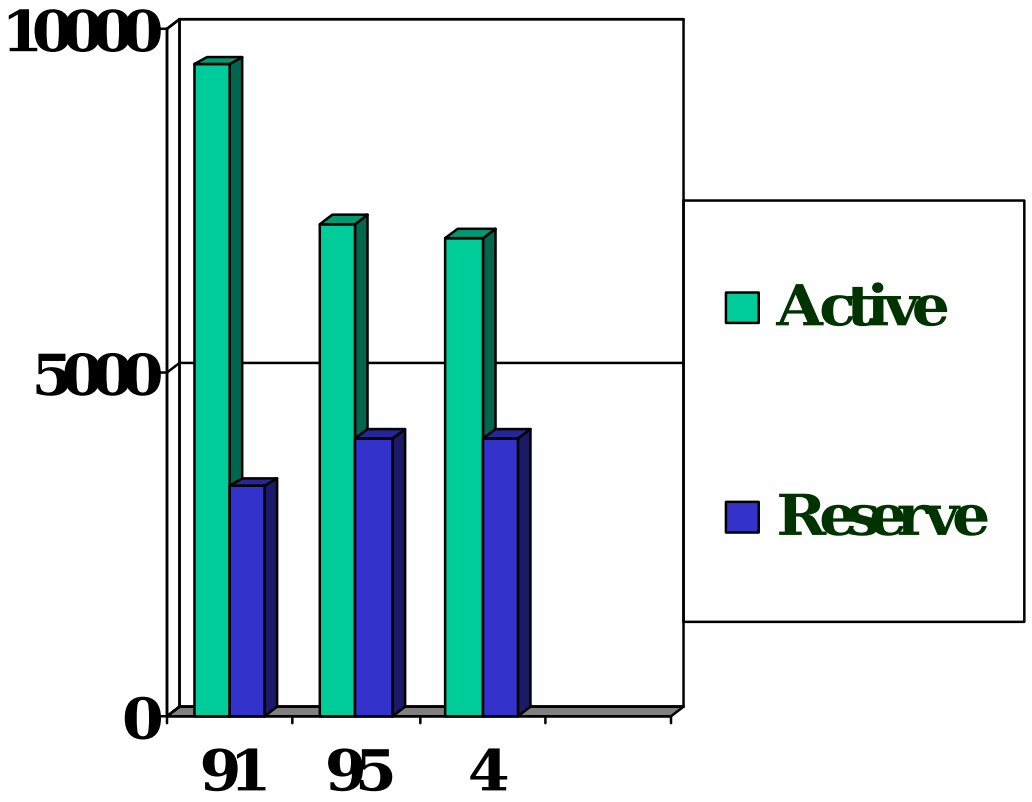
Changes That Have Occurred…

1988 through 1998:

- Engineer TAMCN's
  - Increased from 33 to 39
  - Increase of O/H quantities from 6620 to 13204
    - Bottom Line:
      - Equipment doubled
    - While engineers lost
      - 752 maintainers
      - 381 operators
- Maintainers
  - Decrease from 4107 to 3355
- Operators
  - Decrease from 2314 to 1933

USMC Engineers

- Lost 25% active
  - CSC
  - Two Bridge Co
  - Three Bulk Fuel Co
  - Migration and reduction of MWSS’s
- Migrated to Reserves
  - One Bridge Co
  - Two BF Co



Amphibious Fleet Evolution

1990 - 62 Ships

2015 - 36 Ships

LHA/LPH

LSD 36

LKA 113

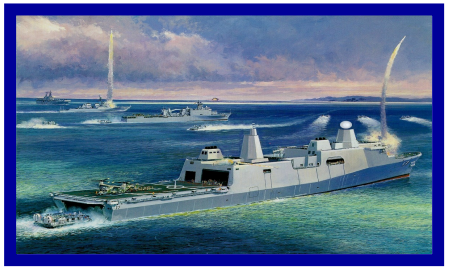
LPD 4

LST 1179

LHD/LHA

LSD 41/49

LPD 17



Maintains Fiscally Constrained 12 ARGs (= 2.5 MEB AE) of

Amphibious Lift
(MEB AE Equivalents)

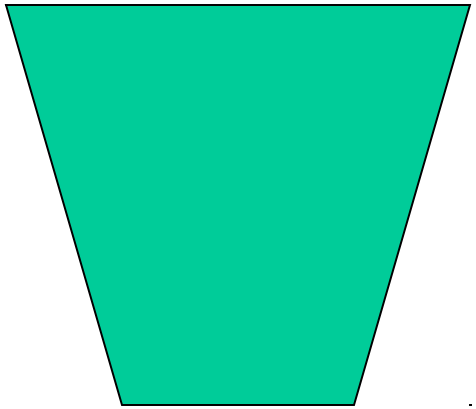
	FY97	*FY98*	*FY99*	*FY01*	*FY04*	*FY15*
Troops	2.74	2.65	2.63	2.72	2.67	2.63
Vehicle SqFt	2.05	2.10	2.07	2.10	*2.01	2.50
Cargo CuFt	3.33	3.49	3.49	3.71	3.70	3.71
VTOL	3.03	2.99	2.99	3.25	3.25	3.41
LCAC	3.38	3.50	3.38	3.50	3.42	3.75

*** Lowest MEB AE Lift Between FY04 and FY15**

Assumes Twelfth and Final LPD 17 Delivers During FY15

Below Fiscally Constrained 2.5 MEB AE Lift capability

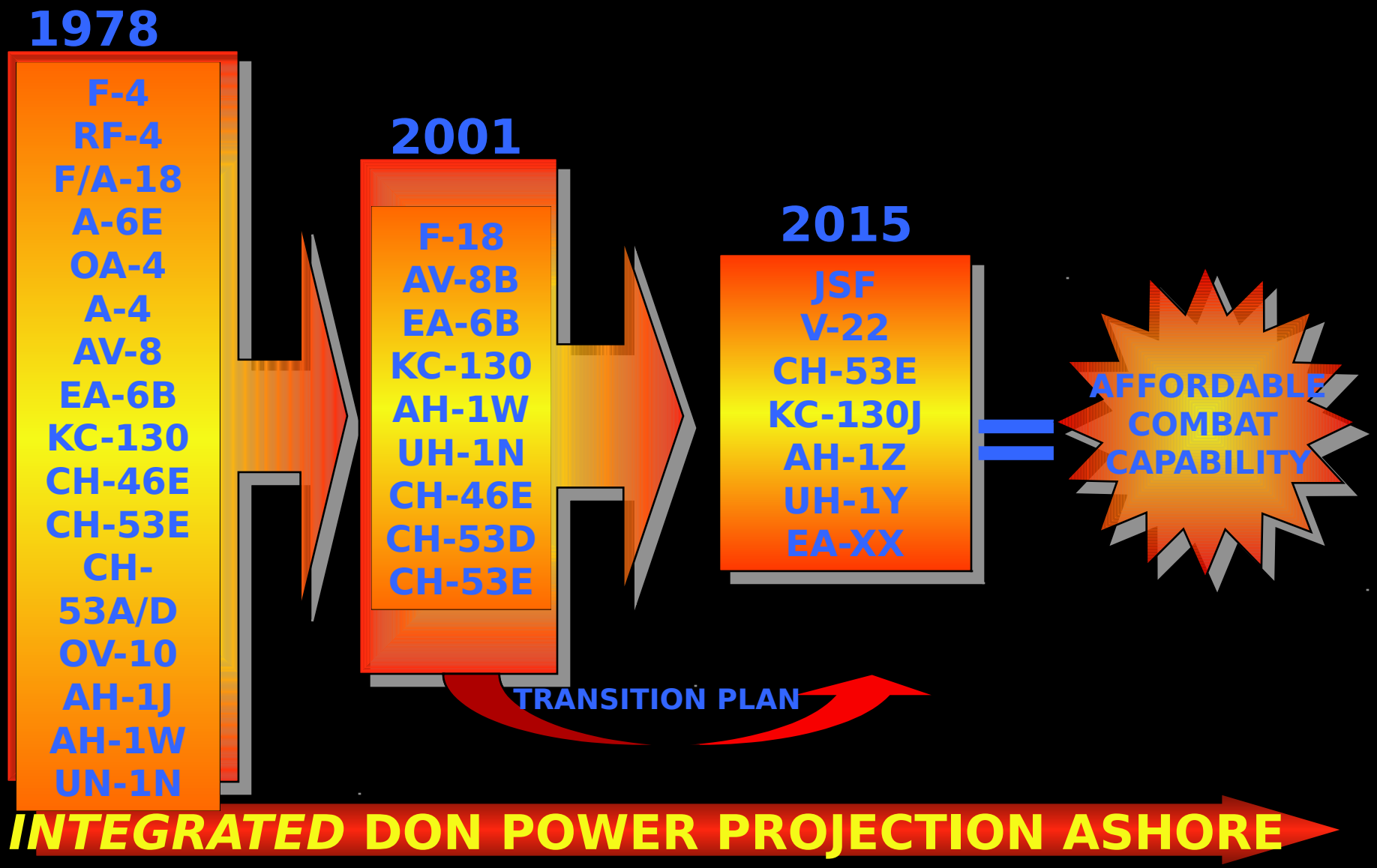
Okinawa 1991
-30K Marines



Okinawa
2004 – 16K Marines

Intratheater Airlift in Westpac

Marine Corps Aviation



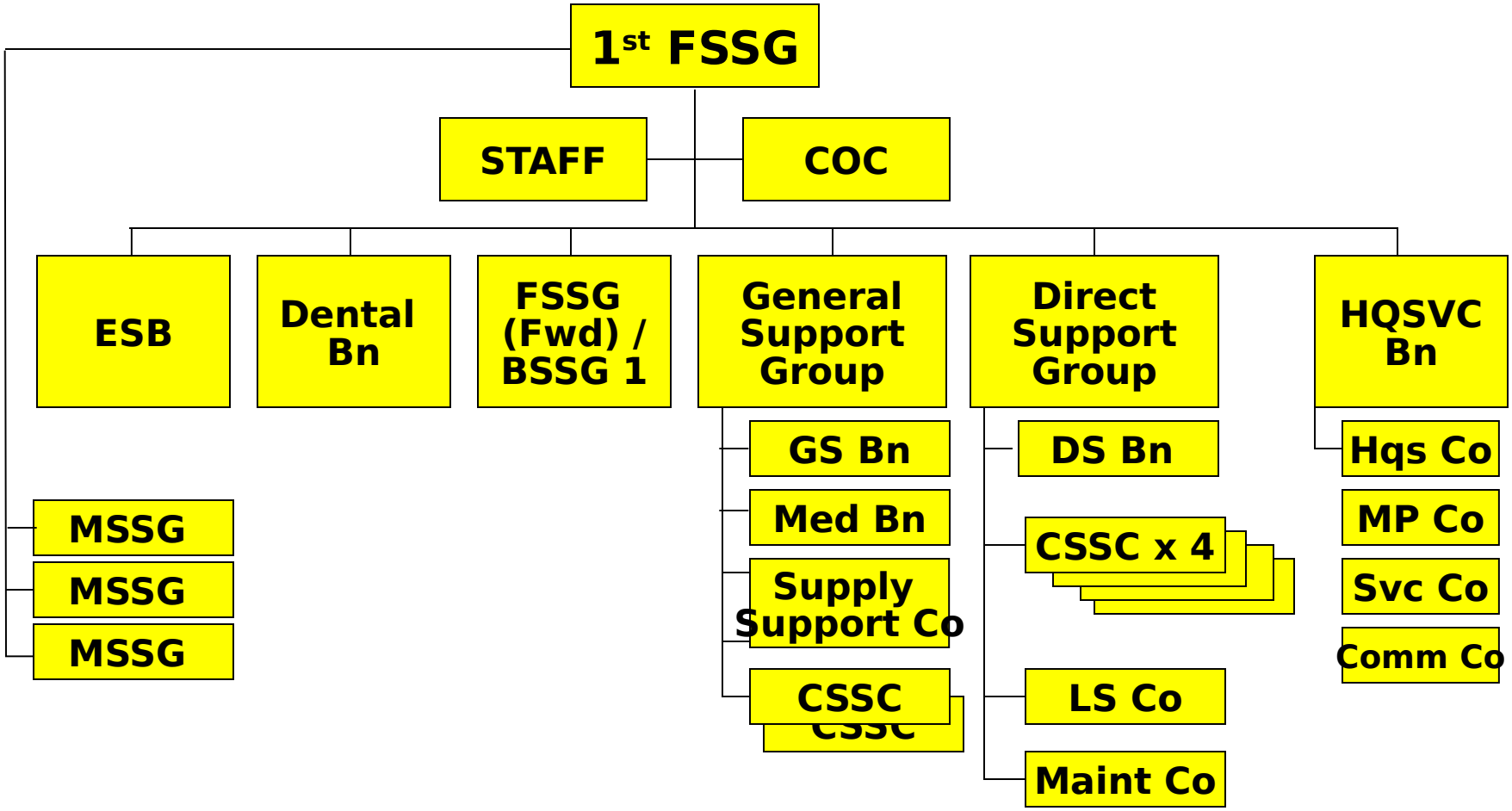
USMC MPF-Enhancement

- MPF-Enhancement adds per Squadron:
  - 28 Addl M1A1 Tanks
  - NMCB Table of Authorization (TOA)

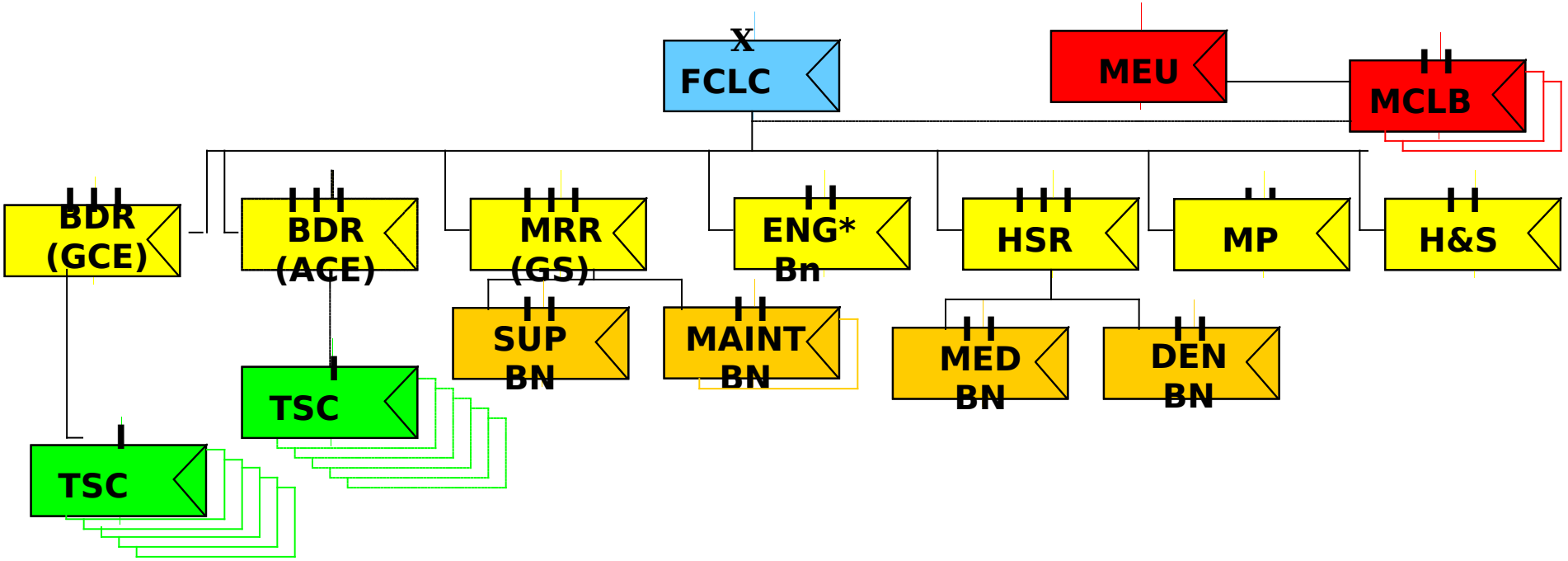
Historical MEB "Highlights"

MEB 1980 TO PRESENT											
		1980 NAVMC 2710	1982 NAVMC 2710	1983 DON I *	1983 NAVMC 2710	1985 NAVMC 2710		1990 DON II	1996 MCO3501	2001 MCO 3501	2001 TFS MCCDC
		Amphib	Amphib	Amphib	Amphib	Amphib	MPF	Amphib	MPF	MPF	Notional
Troops											
	USMC	**14000**	15670	16340	15670	15700	16665	17968	**17644**	**14403**	13100
	NSE	1800	2350	2340	2350	2350	1192	3966	1193	1193	
	Total	15800	18020	18680	18020	18050	17857	21934	18837	15596	
PEIs											
	Tanks	**17**	17	17	17	17	53	14	58	**58**	14
	AAV	**45**	45	45	45	47	109	62	109	109	108
	LAV			36		36	28	30	25	25	25
	155 How	**6**	24	24	30	30	30	36	30	**30**	18
	TOW	24	24	24	24	48	96		48	48	24
	HIMARS										
	EFSS										

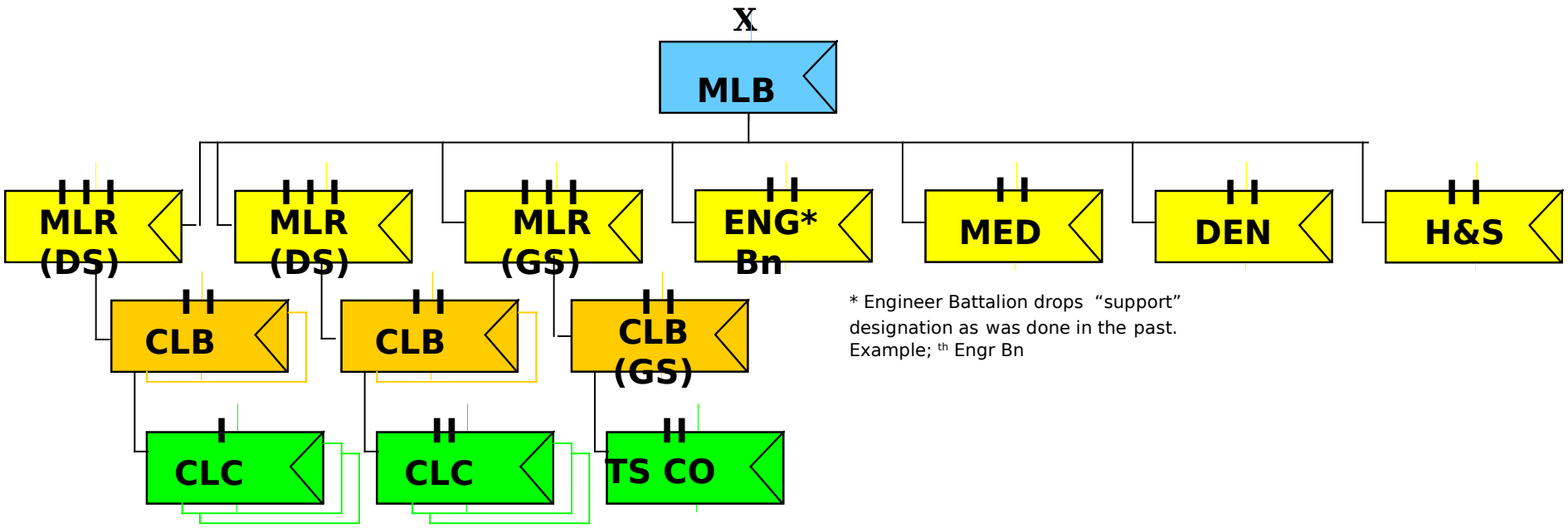
Post-OIF First FSSG Reorganization



Post OIF – 2nd FSSG Reorganizatio



Post OIF – 3rd FSSG Reorganization



* Engineer Battalion drops "support" designation as was done in the past. Example; th Engr Bn

Threat Changes

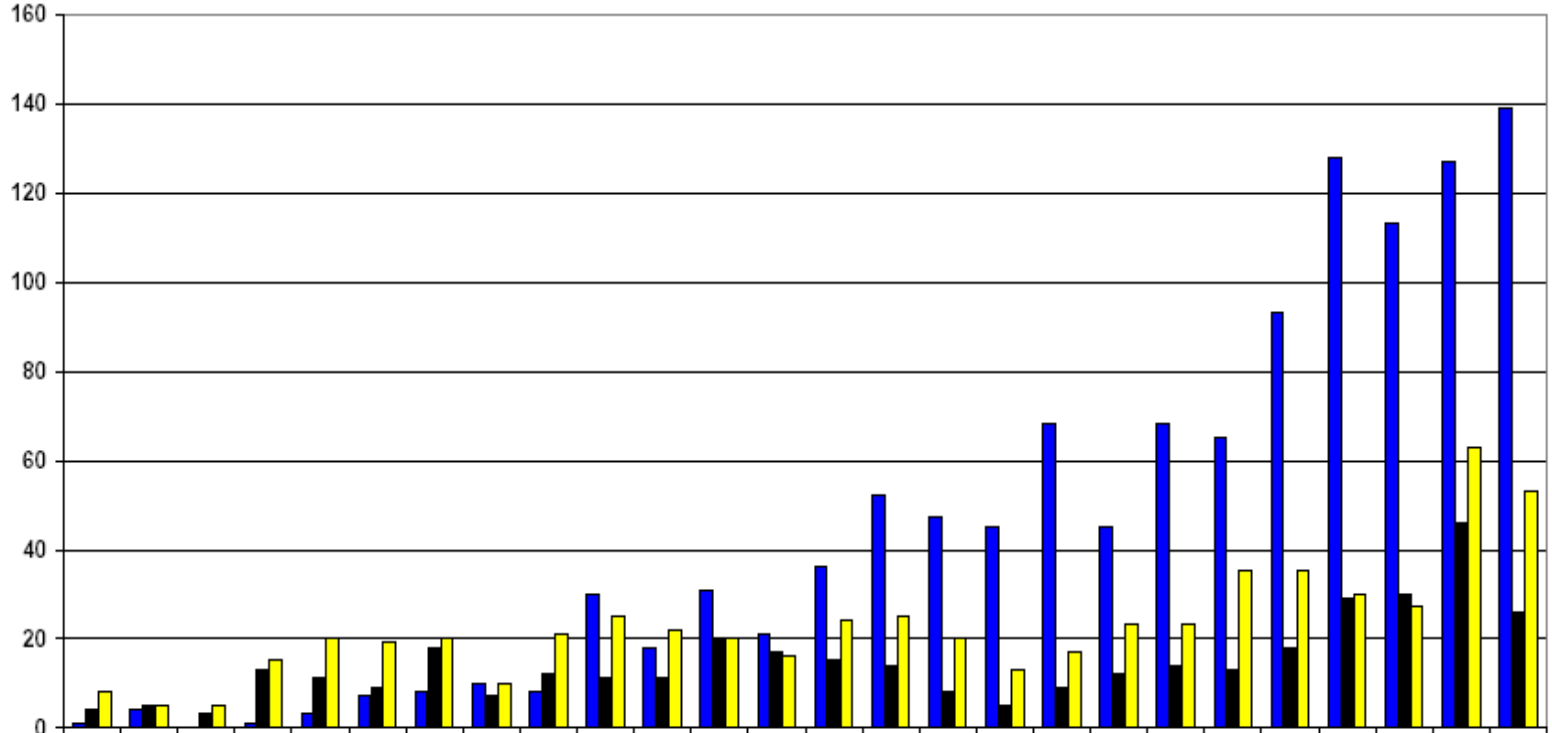
Threat

"Potential adversaries… compensate for U.S. conventional military superiority by developing asymmetric approaches and capabilities."

SECDEF's Transformation Planning

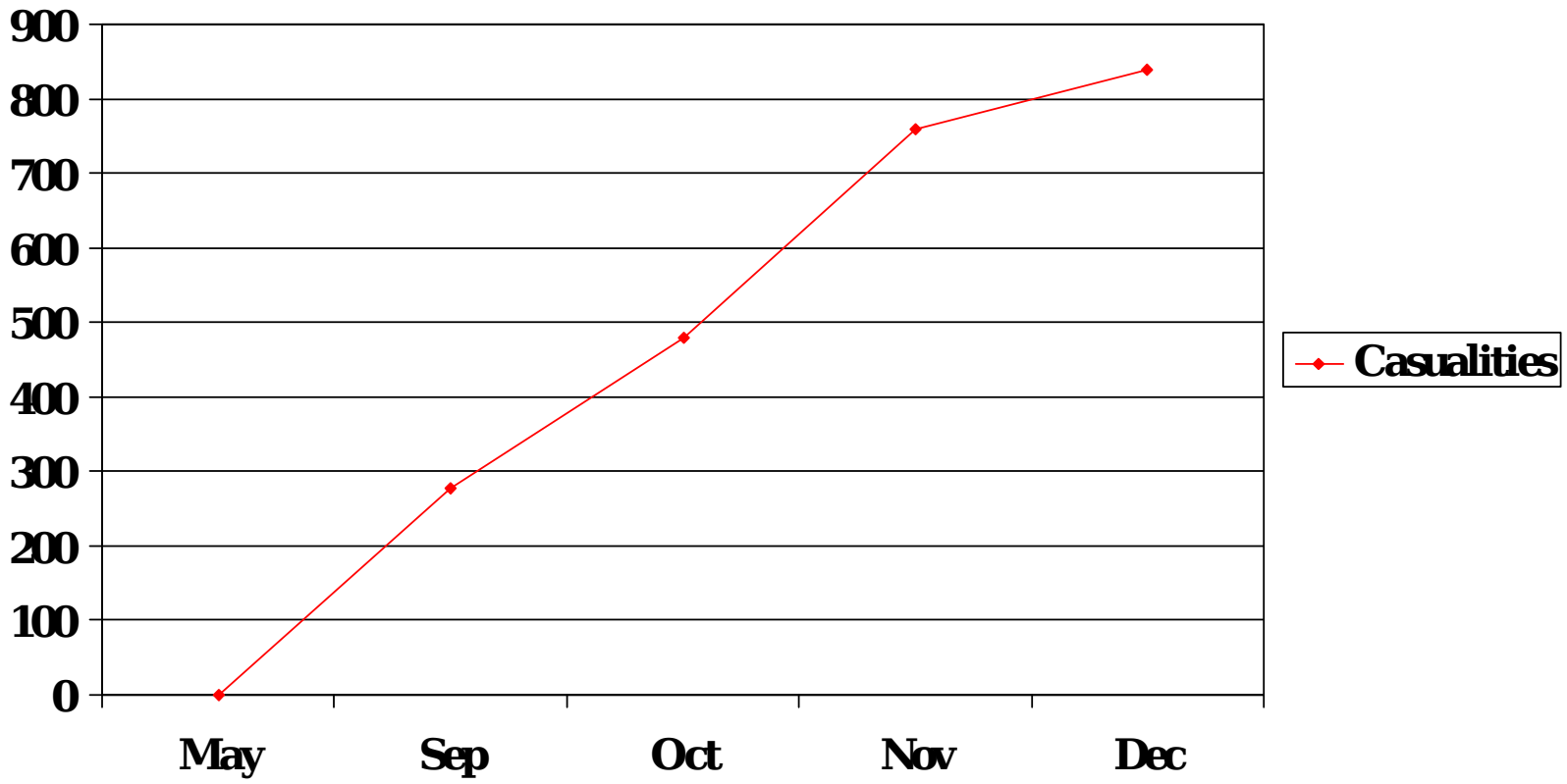
Theater IED Statistics

Weapon Types
21 May to 19 November

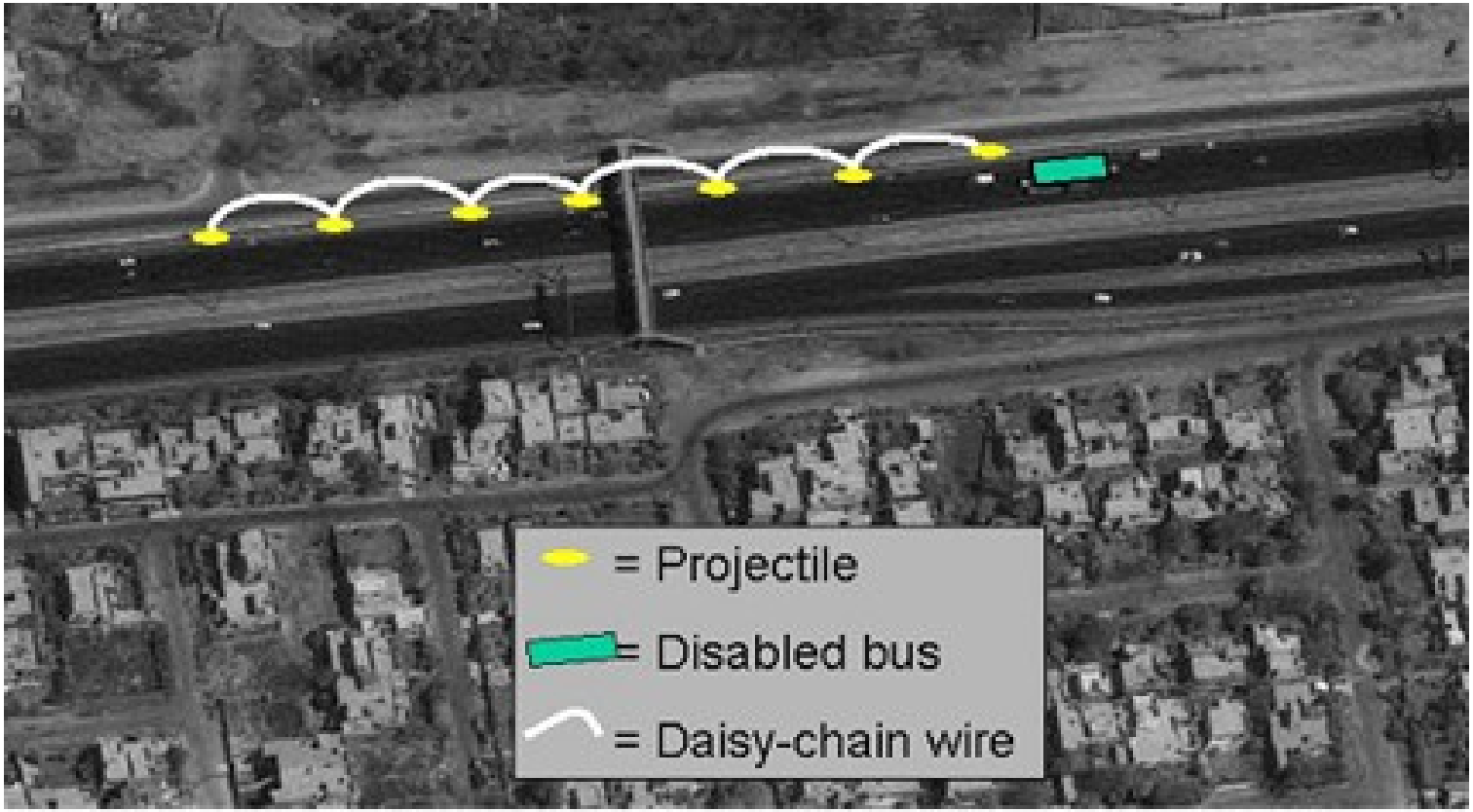


	Week-28May	Week-4Jun	Week-11Jun	Week-16Jun	Week-25Jun	Week-2Jul	Week-9Jul	Week-16Jul	Week-23Jul	Week-30Jul	Week-6Aug	Week-13Aug	Week-20Aug	Week-27Aug	Week-3Sep	Week-10Sep	Week-17Sep	Week-24Sep	Week-1Oct	Week-08Oct	Week-15Oct	Week-22Oct	Week-29Oct	Week-5Nov	Week-12Nov	Week-19Nov
EXPLOSIVES	1	4		1	3	7	8	10	8	30	18	31	21	36	52	47	45	68	45	68	65	93	128	113	127	139
RPG	4	5	3	13	11	9	18	7	12	11	11	20	17	15	14	8	5	9	12	14	13	18	29	30	46	26
SMALL ARMS	8	5	5	15	20	19	20	10	21	25	22	20	16	24	25	20	13	17	23	23	35	35	30	27	63	53

IED Proliferation



Daisy-Chain IEDs
(Parallel Series)



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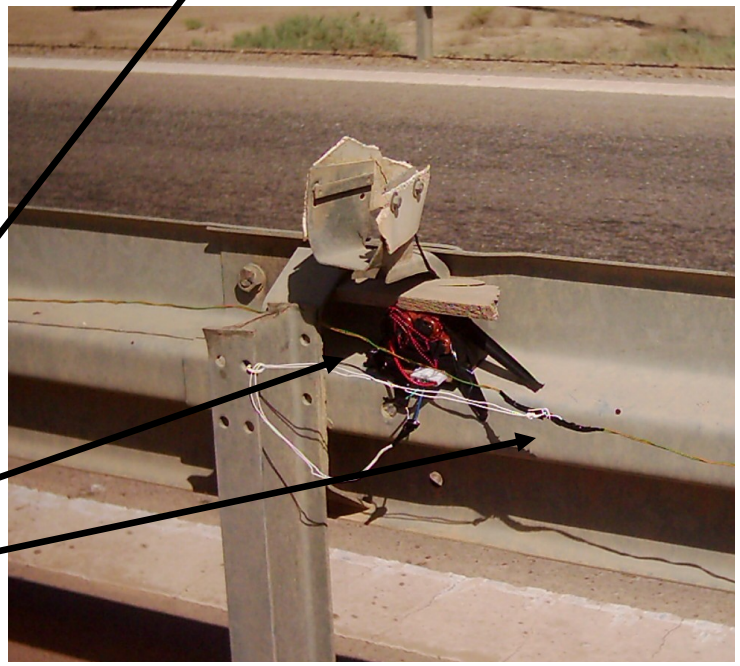
Sophisticated IEDs

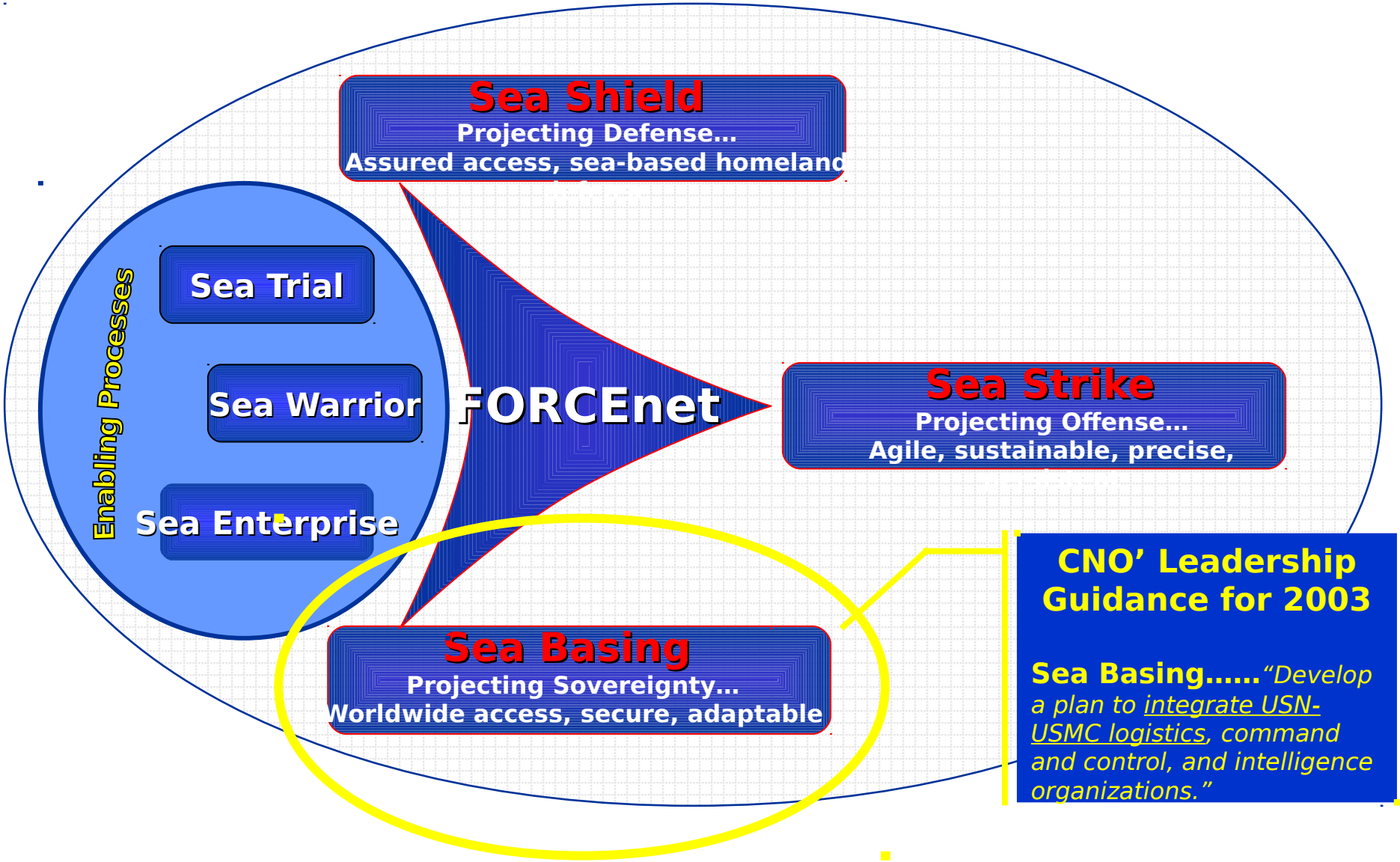


IED Hidden in Plaster made to look like concrete block on side of road under debris

Garage Door opener detonation device (Notice Wire)

Naval Logistics Integration Group

Introduction



CNO' Leadership Guidance for 2003

Sea Basing…… *"Develop a plan to integrate USN-USMC logistics, command and control, and intelligence organizations."*

”…Future Marine Corps operational concepts, contained in Expeditionary Maneuver Warfare (EMW), will depend a great deal on the use of Naval Logistics. A cornerstone of our use will be with the emerging Naval Sea-Base concept….”

Aug 2001

I&L and N4 TOR on

Naval Logistics Integration

Signed - July 2003

Terms of Reference (TOR)

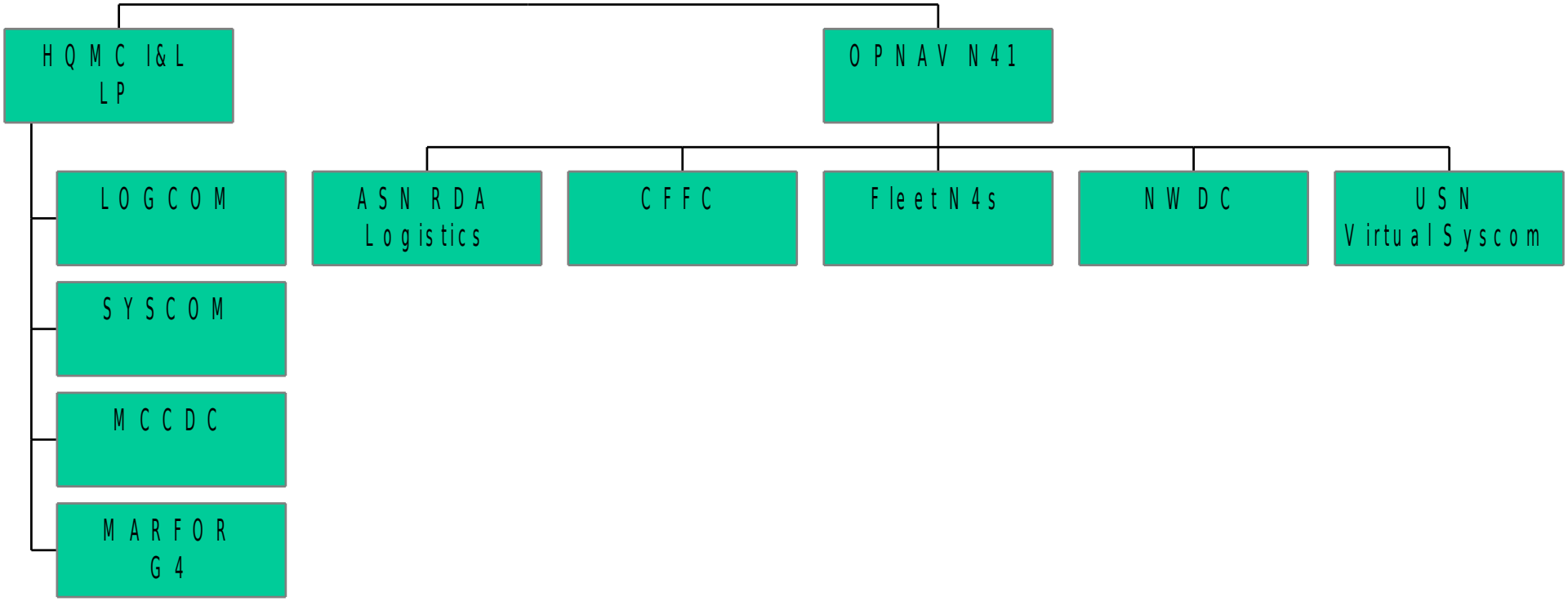
- Signed 30 July 2003
- Purpose: Establish a basis for Navy/USMC Logistics integration
- Objective: Coordinated logistics program betwn Navy and USMC
- Background: Emerging concepts, technologies, processes and organizations can transform Naval Logistics
- Tasking: Form a Naval Logistics Integration Group

Mutual Logistics Concerns

- Logistics Systems
- Logistics Policies
- Common Logistics Support Organizations
- Training and Education
- Naval Distribution
- Common Intermodal Naval Packaging
- Naval Engineers
- Science and tech and experimentation
- Automatic Identification Technology (AIT)
- Logistics Transformation Initiatives-

Logistics Integrations Group Membership

Co-chaired



Navy/Marine Corps Logistics Integration

Class IV

Material Support

Issue

- Issue stems from a 1st Naval Construction Division (1NCD) OIF lessons learned
  - Seabees had trouble obtaining Class IV items
  - Material available in CONUS…..transportation constrained
- Creation of a “Naval” global prime vendor with DLA to integrate procurement and attainment of construction and barrier material
- Area of Mutual Concern: Logistic Policies, Procedures, and Doctrine
- Assumptions:
  - Navy & Marine Corps policy/doctrine can be changed
  - Defense Supply Center Philadelphia (DSCP) will be the single POC
  - DSCP will provide 1 Full Time Equivalent (FTE) to manage the effort
  - DSCP can locate global vendors

Risk Assessment

- Benefits
  - Global rapid attainment of class IV material to expeditionary forces
  - Limit reliance on DoD transportation system
    - Goal is attainment in/near theater vice CONUS
  - Potentially reduce USMC/Seabee footprint ashore

- Challenges
  - Requires cultural change for both Seabees and Marines
  - Requires advance planning/dialog with DLA
  - Slight Operational Risk: Construction Battalion Center Gulfport effectively out of the class IV business….no back up for DLA

Proposed Integration plan

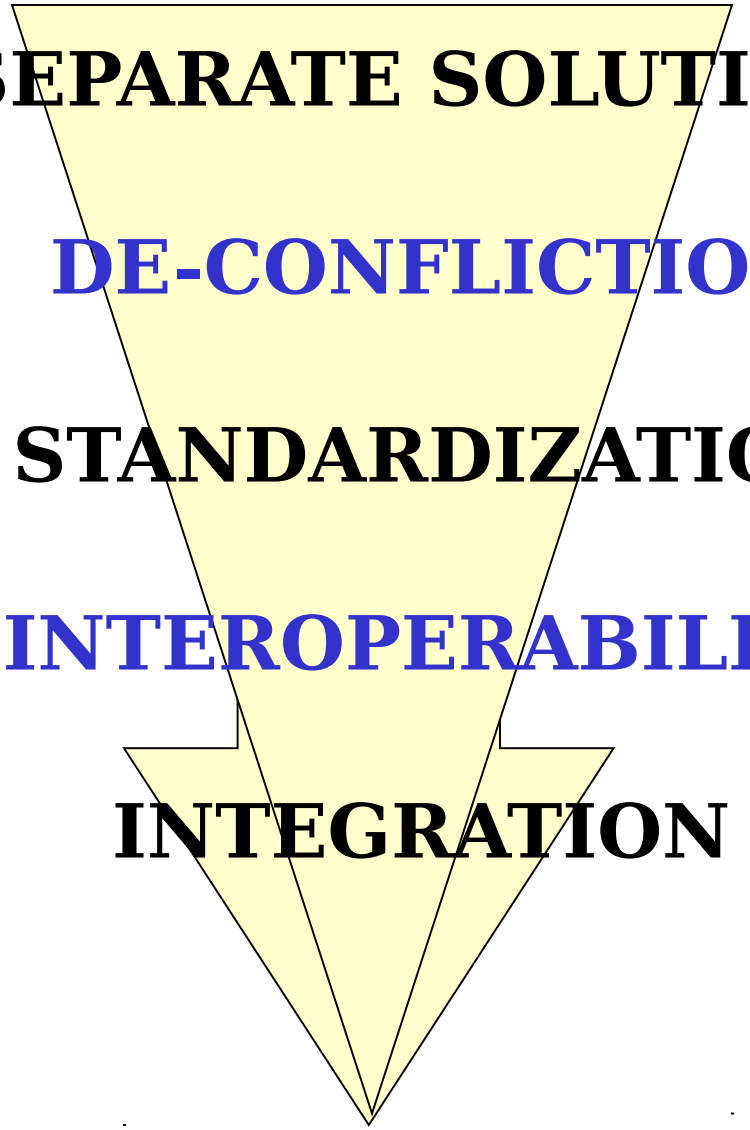
- Scope of Integration:
  - DSCP front door for all Class IV
  - Will require doctrine changes but no system changes
  - Stake holders: 1NCD/MEF(s)/DSCP
  - *Any people/dollar savings???? CBC Gulfport???*
- Proposed Integration time line:
  - Identify material requirements to DSCP – NOV/DEC 03
  - Performance Based Agreement (PBA) between NCD/DSCP/1MEF - JAN 04
  - Test case .. Seabee DFTs JAN 04
- Proposed metrics for this integration effort
  - PBA with metrics… Average Customer Wait Time (ACWT)

Recommendations

- Recommend going forward with “Naval” global prime vendor for Class IV and establishment of a PBA relationship with DSCP on the effort
- Explore other common support issues for Naval engineers such as vehicles and trucks
- Explore making Advance Base Functional Components (ABFCS) more expeditionary and supportable by DSCP….banded kits

USMC/NCF Integration/Interoperability

Naval Engineers



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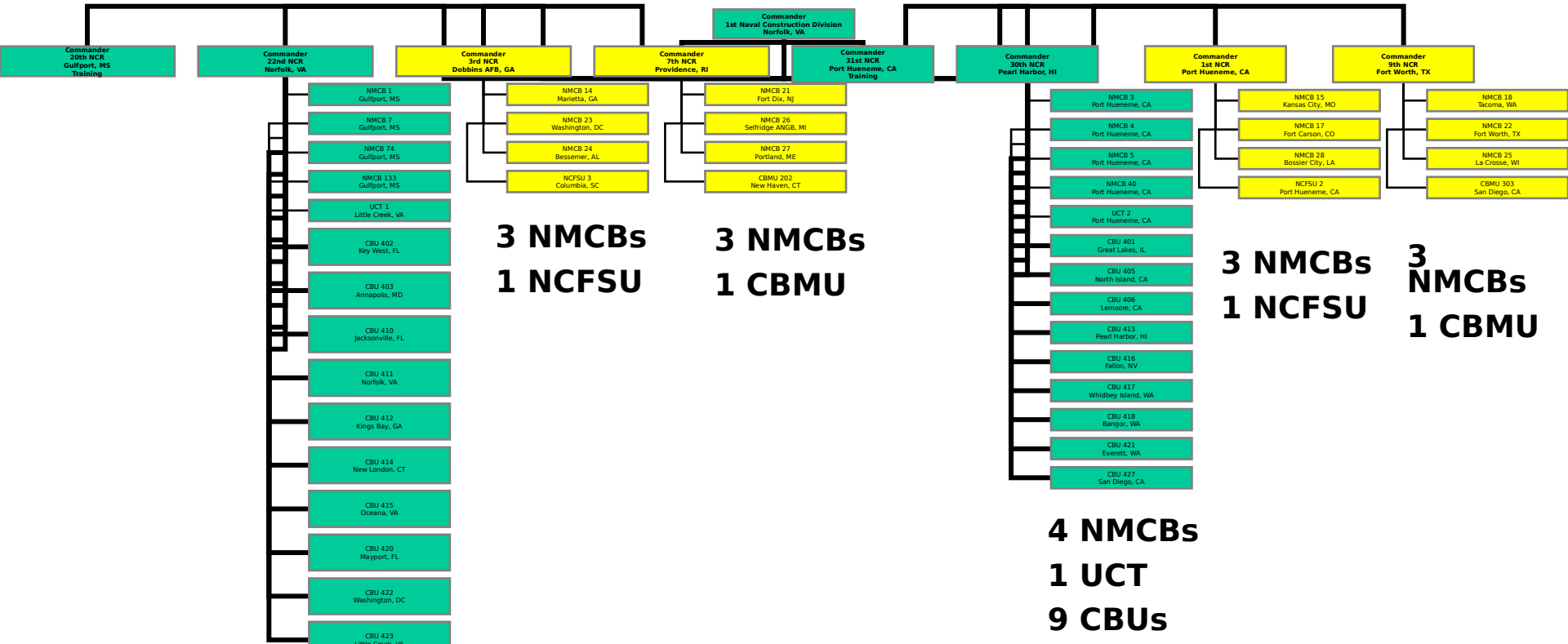
Seabee/Marine Officer Exchanges

MEF Engineer Group

“MEG”

Naval Construction Force Division Organization


Commander 1st Naval Construction Division Norfolk, VA
Commander 20th NCR Gulfport, MS Training
Commander 22nd NCR Norfolk, VA
NMCB 1 Gulfport, MS
NMCB 7 Gulfport, MS
NMCB 74 Gulfport, MS
NMCB 133 Gulfport, MS
UCT 1 Little Creek, VA
CBU 402 Key West, FL
CBU 403 Annapolis, MD
CBU 410 Jacksonville, FL
CBU 411 Norfolk, VA
CBU 412 Kings Bay, GA
CBU 414 New London, CT
CBU 415 Oceana, VA
CBU 420 Mayport, FL
CBU 422 Washington, DC
CBU 423 Little Creek, VA
4 NMCBs
1 UCT
10 CBUs
Commander 3rd NCR Dobbins AFB, GA
NMCB 14 Marietta, GA
NMCB 23 Washington, DC
NMCB 24 Bessemer, AL
NCFSU 3 Columbia, SC
3 NMCBs
1 NCFSU
Commander 7th NCR Providence, RI
NMCB 21 Fort Dix, Nj
NMCB 26 Selfridge ANGB, MI
NMCB 27 Portland, ME
CBMU 202 New Haven, CT
3 NMCBs
1 CBMU
Commander 31st NCR Port Hueneme, CA Training
Commander 30th NCR Pearl Harbor, HI
NMCB 3 Port Hueneme, CA
NMCB 4 Port Hueneme, CA
NMCB 5 Port Hueneme, CA
NMCB 40 Port Hueneme, CA
UCT 2 Port Hueneme, CA
CBU 401 Great Lakes, IL
CBU 405 North Island, CA
CBU 406 Lemoore, CA
CBU 413 Pearl Harbor, HI
CBU 416 Fallon, NV
CBU 417 Whidbey Island, WA
CBU 418 Bangor, WA
CBU 421 Everett, WA
CBU 427 San Diego, CA
4 NMCBs
1 UCT
9 CBUs
Commander 1st NCR Port Hueneme, CA
NMCB 15 Kansas City, MO
NMCB 17 Fort Carson, CO
NMCB 28 Bossier City, LA
NCFSU 2 Port Hueneme, CA
3 NMCBs
1 NCFSU
Commander 9th NCR Fort Worth, TX
NMCB 18 Tacoma, WA
NMCB 22 Fort Worth, TX
NMCB 25 La Crosse, WI
CBMU 303 San Diego, CA
3 NMCBs
1 CBMU

Total Force

19,900 billets/17,600 as of 1 October 2003

6,750 active/13,150 reserve

680 officers/19,220 enlisted

MEG OIF Efforts

Focused Logistics Wargame

Move 2 briefing slides in aggregate are FOUO

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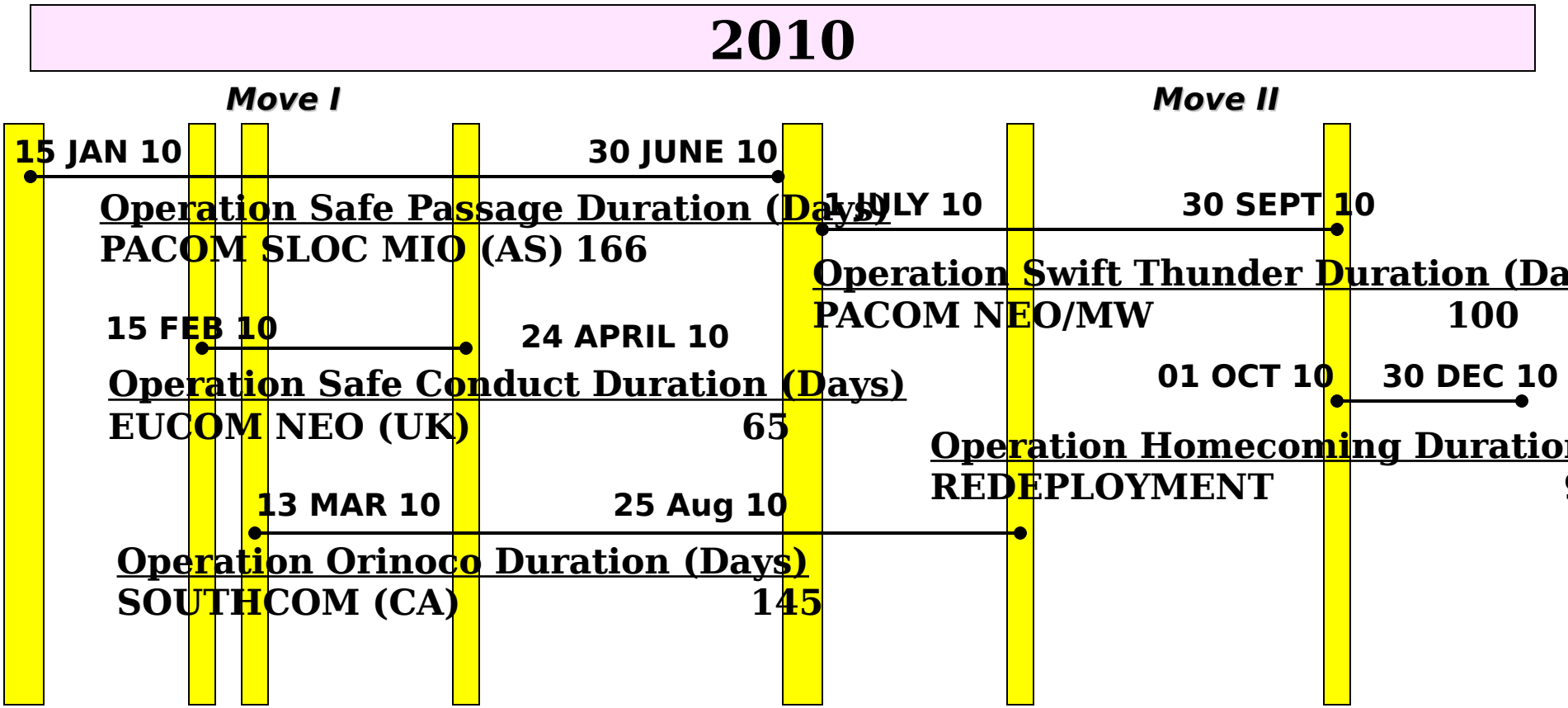
FLOW 2003 Scenario Timeline



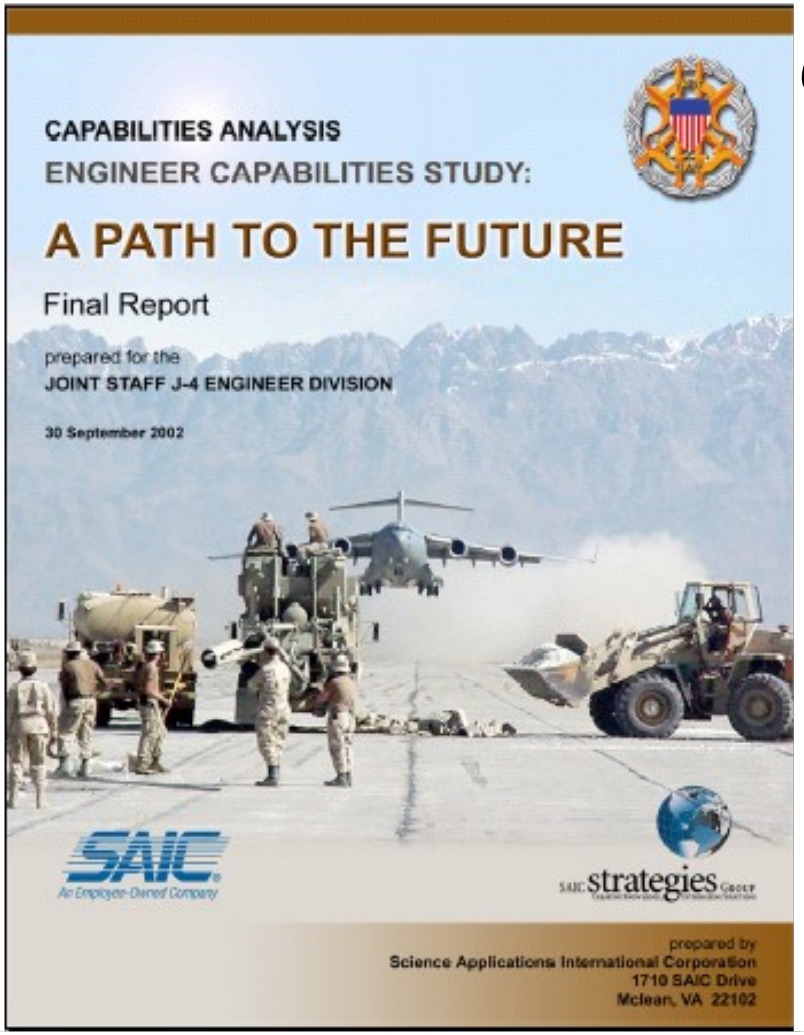
Issues Outline

Major Issues

- Engineer Planning
- Engineer Capability for Assured Access
- Construction Authority and Funding
- Deployment of Engineer Units
- Lines of Communication Bridging
- Area Clearance
- Fire Fighting/Crash Rescue

Emerging Issues

Engineer Capabilities Study

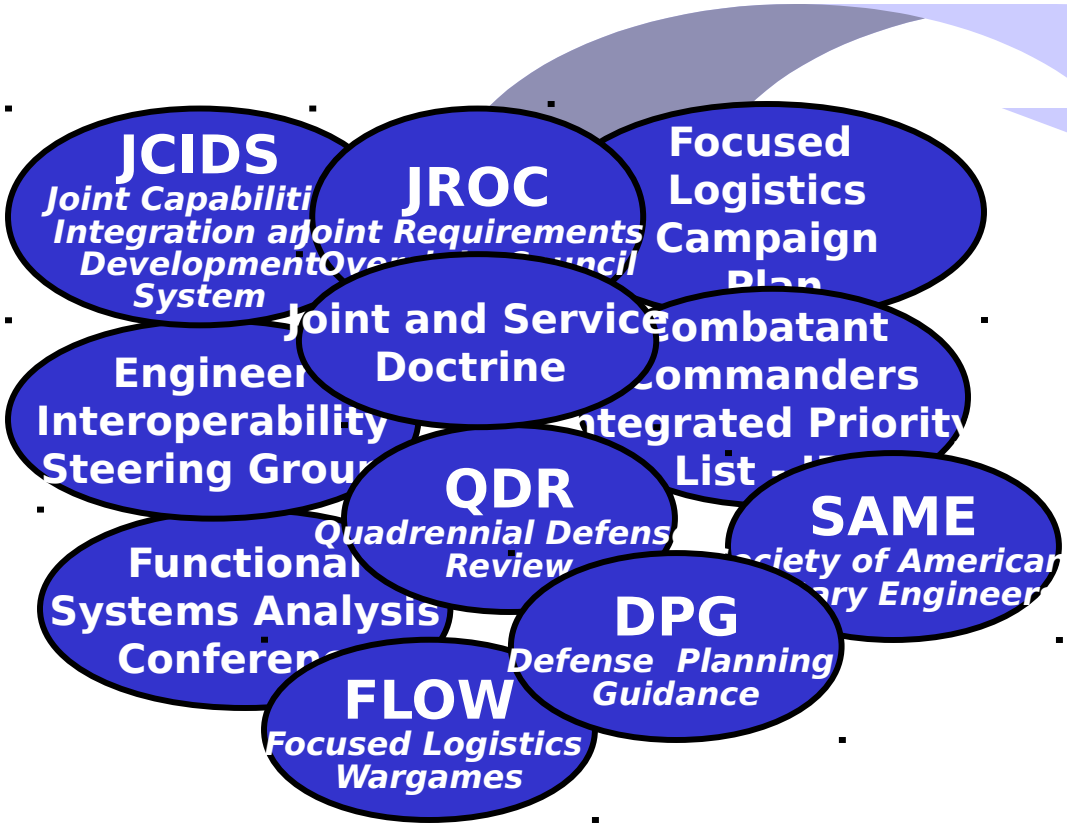


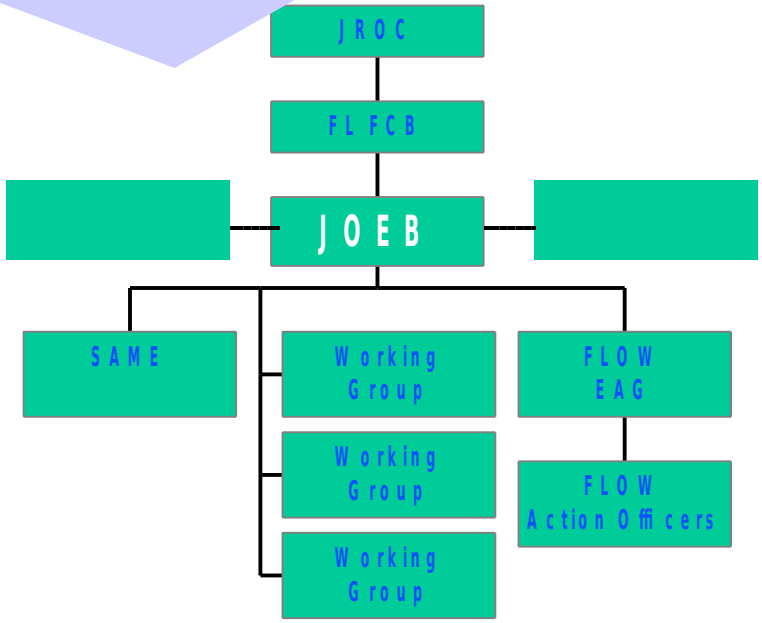
One Perspective…

JCS Goal:

Engineer Capabilities Study (ECS) --

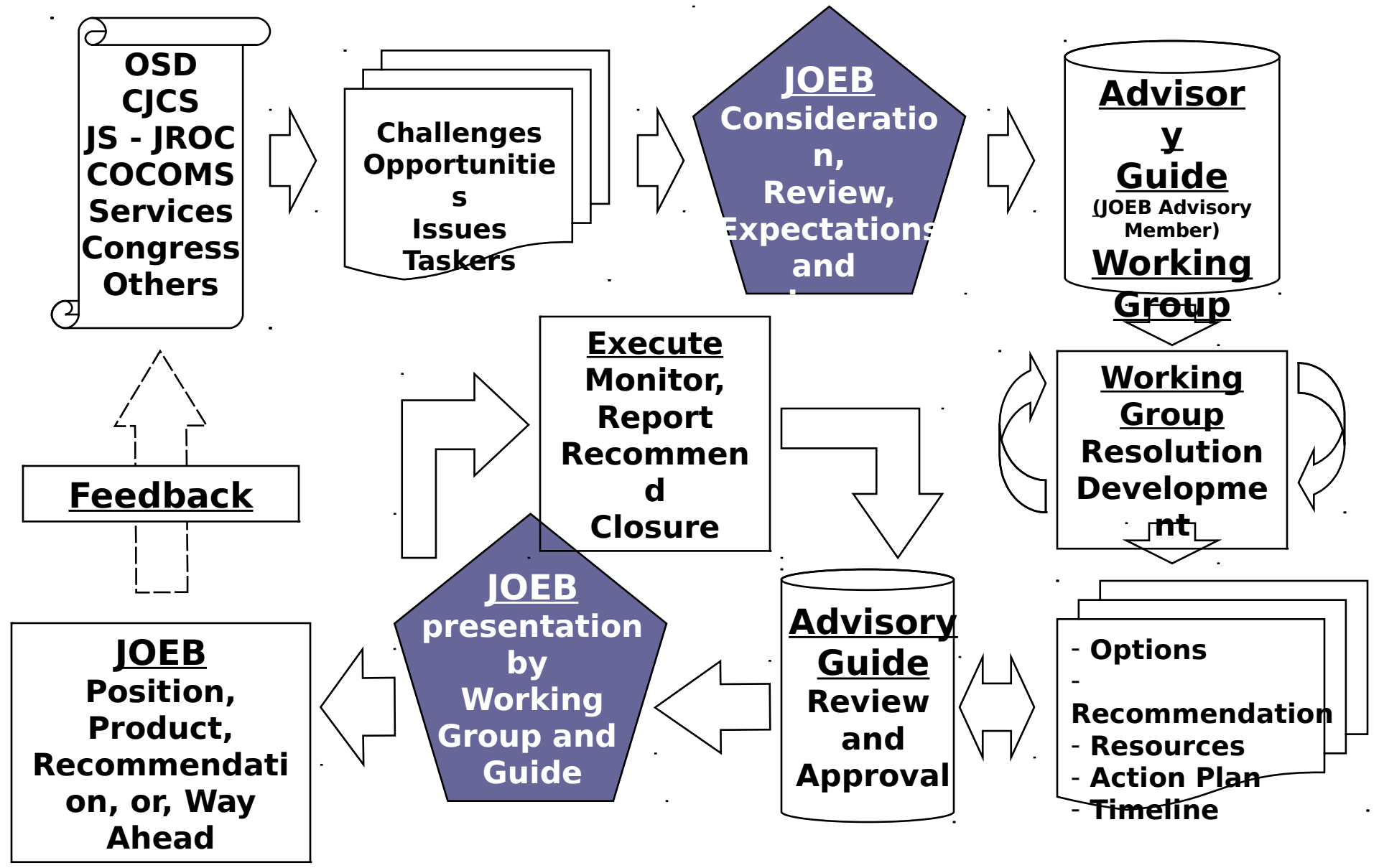
Found: ***Recommends:***





Joint Operational Engineer Board

JOEB Process



22 ECS Recommendations

TRANSFORMATION

33 Joint Engineer Transformation GO/FO Conference

33 Scenarios-based Quantitative Analysis to Determine “Right Dimensions” of Engineer Force

33 Engineer Element for Joint Experimentation

32 Determine Requirements and Assign Responsibility for Guiding Engineer Transformation

23 Modularization of Army Combat Heavy Engineers

16 Construction Material Availability

TRAINING/DOCTRINE

19 Joint Engineer Module in Service Engineer Advanced Courses

CONTRACT SUPPORT

14 Quality Assurance for Contracted Engineer Support

14 Outsourcing Technical Engineering Tasks

INTEROPERABILITY/JEPES

28 Carbon Fiber Temporary Fixed Bridge Kits

27 Engineer Planning Tool

27 Engineer Execution Tool

27 Engineer Database in GCSS

27 Korean Temporary Fixed Bridge Kits

23 Data Collection/Analysis Capability

18 Contingency Funding Guidelines

14 Modernization of Construction Techniques, Equipment, Material

11 Standardized Bed Down Facility Sets

EQUIPMENT

26 Engineer PREPO Equipment Mini-Depots

20 Track Civilian Heavy Equipment Transports in the Data Collection & Analysis Capability

20 “Lease -vs- Buy” Concept

18 Judicious Use of PREPO and WRM Assets

Proposed Working Group Leadership

- Transformation & Experimentation Working Group
  - JFCOM
- Interoperability/JEPES Working Group
  - Navy Chief of Civil Engineers
- Training and Doctrine Working Group
  - Air Force Civil Engineer
- Engineer Capabilities Working Group
  - Army Chief of Engineers

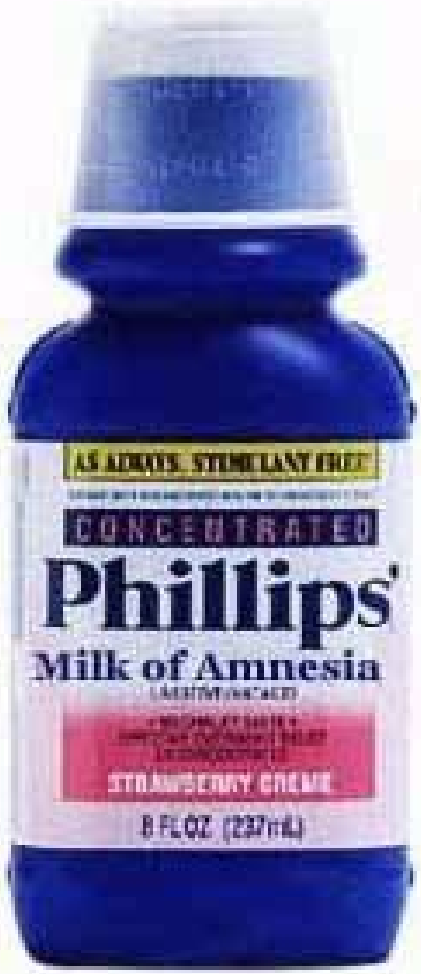
Challenge Ahead

- As a community, determine way ahead
  - Master Plan
- Establish collaborative planning efforts
  - Use synergy and expertise to best effect
- Enhance
  - Relevancy,
  - Requirements and capabilities
  - Resourcing

If you don’t like change, you’ll probably like irrelevancy even less!

General Shinseki

New Drug for the Beltway



Phillip's
Milk of Amnesia

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for people who can't remember shit.

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